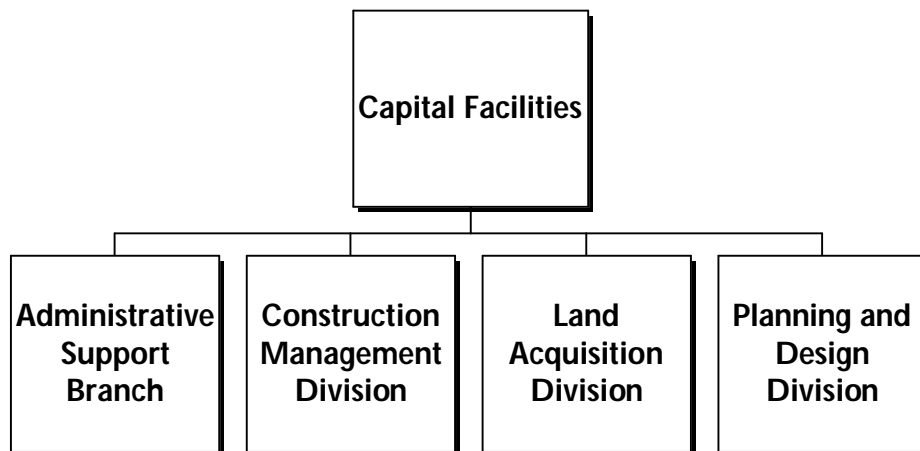


# Capital Facilities



## Mission

To provide planning, design, land acquisition and construction services for the implementation of capital construction projects within available funding resources and approved time frames. To provide Fairfax County with quality and cost effective building and infrastructure projects in a timely manner through teamwork in design, land acquisition, construction and administrative support and to work collaboratively with our customers to provide excellent public service.

## Focus

Capital Facilities' purpose is to complete the construction of publicly funded projects. Specifically, Capital Facilities provides the design, land acquisition and construction services for governmental facility projects, such as, libraries, courts, police and fire stations. The agency supports user agencies during the site selection phase and the feasibility study phase and coordinates with the user agencies throughout the project implementation process. The agency is also responsible for the implementation of infrastructure improvement projects, such as roads, sanitary sewer extensions, sanitary pump stations, the Pollution Control Plant expansions, walkways, bus stop shelter installation and stormwater drainage projects. Through the completion of these projects, Capital Facilities contributes to the health, safety and welfare of all who reside, work and visit Fairfax County.

Capital Facilities has several initiatives, including but not limited to the improvement of project delivery and customer service. The agency has completed the process redesign initiative for walkway projects and is in the process of completing the same for building projects. The need for project process redesign was borne out of an interest in improving the capital project business process and the perception that projects were taking too long to complete. Redesign efforts required taking a fresh look at the entire business process for designing, acquiring land rights and constructing capital projects. Each redesign effort included a detailed examination of internal processes, a review of quality and cost controls and the analysis of process steps that might be eliminated. Process redesign teams also examined how external factors have changed over the years and how those changes affect the current process. Recommendations included the elimination of unnecessary project steps, as well as the expansion and modification of team approaches to improve coordination of project details from project inception through completion.

## THINKING STRATEGICALLY



Strategic challenges for the Department include:

- Improving relationships with customers by working collaboratively and sharing information in a more timely fashion;
- Implementing tactical information technology initiatives to improve business operations; and
- Developing methods to allow the agency to accomplish its mission more efficiently.



## Capital Facilities

Funding for capital construction projects administered by Capital Facilities is provided from bond funds, the General Fund and grant funds. Funding for projects is affected by the economic climate, availability of funds from the Commonwealth of Virginia and federal grants.



### New Initiatives and Recent Accomplishments in Support of the Fairfax County Vision

 <b>Building Livable Spaces</b>	<b>Recent Success</b>	<b>FY 2005 Initiative</b>	<b>Cost Center</b>
<p>Renovation of two district police stations and district supervisors' offices (Springfield and Mount Vernon), and construction of the new Sully District Police Station were completed in FY 2003. The new Newington Maintenance Facility for fire and rescue apparatus was also completed in FY 2003. In FY 2002, the reconstructed Burke Volunteer Fire Station, the new South County Center, the renovations to the Adult Detention Center and expanded Braddock District Supervisor's Office were all completed.</p>	<input checked="" type="checkbox"/>		Agencywide
<p>Completed improvements to Ballou, Brookland/Bush Hill, Mount Vernon Manor and Fairdale neighborhoods in the Neighborhood Improvement Program. The goal of the program is to improve older, moderate income, single family neighborhoods which have poorly developed streets and storm drainage that are beginning to show evidence of deterioration.</p>	<input checked="" type="checkbox"/>		Agencywide
<p>Initiated construction of major streetscape improvement projects in the Annandale and Bailey's Crossroads Commercial Revitalization Districts. These projects help provide healthy, competitive, attractive and stabilized commercial centers in the older commercial areas in Fairfax County. Improvements include landscaping, sidewalks, street lighting, bus shelters and crosswalks.</p>	<input checked="" type="checkbox"/>		Agencywide
 <b>Connecting People and Places</b>	<b>Recent Success</b>	<b>FY 2005 Initiative</b>	<b>Cost Center</b>
<p>Completed major roadway improvement projects to provide critical new links to the area transportation network. These projects include the opening of Wiehle Avenue from Dranesville Road to the Fairfax County Parkway and the completion of a full interchange connection for Pohick Road to the Fairfax County Parkway. In addition, wetland permit requirements were completed by Fairfax County so that a developer could start construction of the last segment of the South Van Dorn Street connection to Telegraph Road.</p>	<input checked="" type="checkbox"/>		Agencywide
<p>Completed major roadway improvements to increase capacity of Route 123 in the Tysons Corner area. A partnership was formed with a developer and the Virginia Department of Transportation to provide these improvements on an expedited schedule.</p>	<input checked="" type="checkbox"/>		Agencywide

## Capital Facilities

 <b>Connecting People and Places</b>	<b>Recent Success</b>	<b>FY 2005 Initiative</b>	<b>Cost Center</b>
<p>A major program to facilitate citizens' transportation access needs was initiated on February 5, 2003, when a Memorandum of Understanding (MOU) was executed between Fairfax County and the Virginia Department of Transportation (VDOT) for process changes to systematically reduce the time needed to install federally-funded bus shelters. The MOU grants the County much greater authority in the implementation process for bus shelters resulting in fewer reviews and approvals by VDOT and the Federal Highway Administration (FHWA). As a result, this MOU, together with previous recent process improvements implemented by the County and VDOT, represents a major streamlining of the process and submittal requirements.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Agencywide
<p>Outreach efforts to inform citizens and vendors about proposed and ongoing projects were enhanced by use of the County Website. New information added to the Website includes the publication of a quarterly status report to inform citizens about ongoing capital construction projects. Reports were enhanced by use of a map and district index. Building Design Standards for architects and consultants were added. Additional enhancements are planned.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Planning & Design Administrative Support
<p>Continue a user survey to measure how satisfied building users are with completed buildings, such as fire stations, libraries and district police stations.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Planning & Design Administrative Support
 <b>Practicing Environmental Stewardship</b>	<b>Recent Success</b>	<b>FY 2005 Initiative</b>	<b>Cost Center</b>
<p>Capital Facilities is instrumental in the planning, design and construction management of sanitary sewer improvement projects that provide citizens the ability to switch from septic fields to county sewer. Due to the failure of many private septic fields in the Lorton area, corrective measures were necessary. To address this problem, the Shirley Acres project will add 7,700 feet of sanitary sewer to provide 70 homes with connection to the County sewer system in FY 2004 and FY 2005. The Hunter Estates Sanitary Sewer Extension and Improvement project was completed in FY 2002, providing 53 properties, many experiencing septic system failures, with access to public sewer in the Mount Vernon District.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Agencywide
<p>The Noman M. Cole Pollution Control Plant is increasing wastewater plant capacity to 67 million gallons a day (MGD) from 54 MGD. This \$101 million project will convert the method of water treatment to biological nitrogen removal, as well as provide additional odor control and modify the plant's information control system.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Planning & Design Construction Management

## Capital Facilities

 <b>Practicing Environmental Stewardship</b>	<b>Recent Success</b>	<b>FY 2005 Initiative</b>	<b>Cost Center</b>
A critical component of the protection of the environment and citizens within the County is the maintenance and additions of stormwater management dams and ponds. Lake Accotink, created by a stormwater dam of Accotink Creek, will have silt and dirt removed to increase lake depth and create a wetland sanctuary. This program is projected to be completed in FY 2005.	✓	✓	Construction Management
 <b>Corporate Stewardship</b>	<b>Recent Success</b>	<b>FY 2005 Initiative</b>	<b>Cost Center</b>
The Capital Facilities' Fiscal Process Redesign Team (FPRT) initiated a review of all fiscal, budgetary, accounting, purchasing and administrative processes across all divisions. The agency completed a reorganization of senior management and successfully transferred agency administrative management to the agency business team. This allows for a diversity of input for decision making from different management levels, the delegation of authority for contracting, approval of change orders, utility contracts, as well as other administrative actions.	✓		Agencywide

## Budget and Staff Resources

<b>Agency Summary</b>				
<b>Category</b>	<b>FY 2003 Actual</b>	<b>FY 2004 Adopted Budget Plan</b>	<b>FY 2004 Revised Budget Plan</b>	<b>FY 2005 Advertised Budget Plan</b>
Authorized Positions/Staff Years				
Regular	127/ 127	125/ 125	123/ 123	123/ 123
Expenditures:				
Personnel Services	\$7,135,458	\$7,966,744	\$7,845,144	\$8,154,890
Operating Expenses	6,118,476	6,181,391	6,183,423	6,407,016
Capital Equipment	0	0	0	0
<b>Subtotal</b>	<b>\$13,253,934</b>	<b>\$14,148,135</b>	<b>\$14,028,567</b>	<b>\$14,561,906</b>
Less:				
Recovered Costs	(\$4,772,340)	(\$5,591,849)	(\$5,591,849)	(\$5,794,826)
<b>Total Expenditures</b>	<b>\$8,481,594</b>	<b>\$8,556,286</b>	<b>\$8,436,718</b>	<b>\$8,767,080</b>
Income:				
Land Acquisition Charges for Service	\$882	\$9,996	\$1,100	\$1,100
<b>Total Income</b>	<b>\$882</b>	<b>\$9,996</b>	<b>\$1,100</b>	<b>\$1,100</b>
<b>Net Cost to the County</b>	<b>\$8,480,712</b>	<b>\$8,546,290</b>	<b>\$8,435,618</b>	<b>\$8,765,980</b>

# Capital Facilities

## FY 2005 Funding Adjustments

*The following funding adjustments from the FY 2004 Revised Budget Plan are necessary to support the FY 2005 program:*

- ◆ **Employee Compensation** **\$309,746**  
An increase of \$309,746 in Personnel Services associated with salary adjustments necessary to support the County's compensation program.
- ◆ **Streetlight Operation** **\$223,593**  
An increase of \$223,593 in Operating Expenses primarily due to \$247,510 required for the operation of additional street lights primarily due to new development, revitalization projects and lights petitioned by citizens, partially offset by a net decrease of \$21,485 in Department of Vehicle Services and Information Technology charges and \$2,432 in one-time expenses carried over into FY 2005.
- ◆ **Recovered Cost** **(\$202,977)**  
An increase of \$202,977 in Recovered Costs based on projected salary and operating requirements.

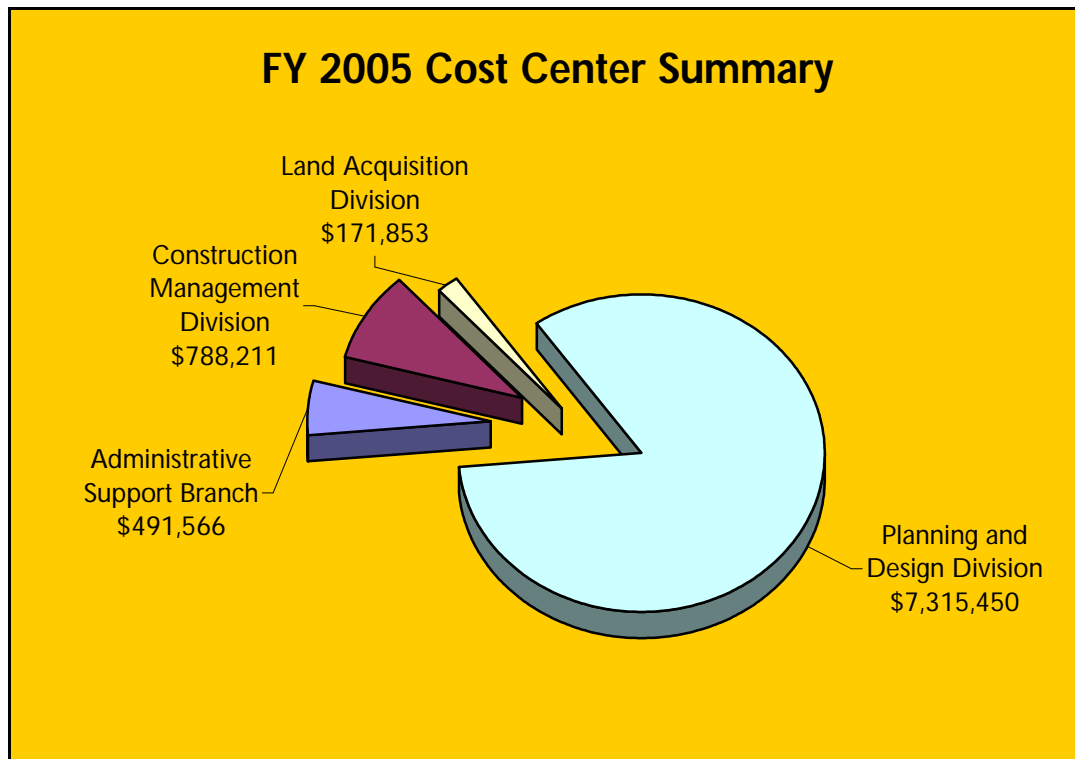
## Changes to FY 2004 Adopted Budget Plan

*The following funding adjustments reflect all approved changes in the FY 2004 Revised Budget Plan since passage of the FY 2004 Adopted Budget Plan. Included are all adjustments made as part of the FY 2003 Carryover Review and all other approved changes through December 31, 2003:*

- ◆ **Carryover Adjustments** **(\$119,568)**  
Funding of \$122,000 was transferred from Capital Facilities to Business Planning and Support due to the transfer of the Assistant Director of Public Works, 1/1.0 SYE, at the FY 2003 Carryover Review. Also, there was an adjustment for encumbered carryover of \$2,432 in Operating Expenses.

## Cost Centers

Capital Facilities has four Cost Centers including Administrative Support, Construction Management, Land Acquisition, and Planning and Design.



# Capital Facilities

## Administrative Support Branch



Funding Summary				
Category	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	11/ 11	10/ 10	9/ 9	9/ 9
<b>Total Expenditures</b>	<b>\$684,243</b>	<b>\$600,515</b>	<b>\$480,297</b>	<b>\$491,566</b>

Position Summary				
1 Management Analyst IV	1 Programmer Analyst III	1 Administrative Assistant IV		
3 Accountants I	2 Network/Telecom Analysts II	1 Administrative Assistant III		
<b>TOTAL POSITIONS</b>				
<b>9 Positions / 9.0 Staff Years</b>				

### Goal

To provide planning and design of County government facilities to meet user agencies' requirements and conform to adopted design standards within available funding resources and approved time frames.

## Construction Management Division



Funding Summary				
Category	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	58/ 58	58/ 58	58/ 58	58/ 58
<b>Total Expenditures</b>	<b>\$826,847</b>	<b>\$780,345</b>	<b>\$780,995</b>	<b>\$788,211</b>

Position Summary				
1 Director	1 Engineering Technician I	3 Senior Survey Analyst/Coordinators		
1 Management Analyst II	2 Supervising Engineering Inspectors	4 Survey Party Chief/Analysts		
2 Engineers IV	7 Senior Engineering Inspectors	4 Survey Instrument Technicians		
5 Engineers III	1 County Surveyor	1 Administrative Assistant III		
14 Engineers II	1 Deputy County Surveyor	2 Administrative Assistants II		
4 Engineering Technicians II	1 Chief of Survey Parties	4 Survey Aides		
<b>TOTAL POSITIONS</b>				
<b>58 Positions / 58.0 Staff Years</b>				

### Goal

To provide contract administration, inspections and land surveys for all assigned County capital construction projects which will enhance governmental services to County citizens (excluding School Board Construction).

# Capital Facilities

## Land Acquisition Division

Funding Summary				
Category	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	14/ 14	14/ 14	14/ 14	14/ 14
<b>Total Expenditures</b>	<b>\$81,510</b>	<b>\$165,691</b>	<b>\$165,691</b>	<b>\$171,853</b>

Position Summary				
1 Director	3 Engineering Technicians III	1 Engineering Technician I		
2 Senior Right-of-Way Agents	1 Engineering Technician II	1 Administrative Assistant III		
5 Right-of-Way Agents				
<b>TOTAL POSITIONS</b>				
<b>14 Positions / 14.0 Staff Years</b>				

### Goal

To acquire easements, dedications, rights-of-way and other fee purchases requested by Fairfax County agencies in order to keep capital construction projects on schedule.

## Planning and Design Division

Funding Summary				
Category	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	44/ 44	43/ 43	42/ 42	42/ 42
<b>Total Expenditures</b>	<b>\$6,888,994</b>	<b>\$7,009,735</b>	<b>\$7,009,735</b>	<b>\$7,315,450</b>

Position Summary				
1 Director	10 Engineers II	2 Geog. Info. System Technicians		
1 Management Analyst II	6 Engineering Technicians III	2 Administrative Assistants III		
3 Engineers IV	3 Engineering Technicians II	1 Administrative Assistant I		
13 Engineers III				
<b>TOTAL POSITIONS</b>				
<b>42 Positions / 42.0 Staff Years</b>				

### Goal

To provide essential professional engineering design and project management services in support of Capital Improvement Project Implementation including: sanitary sewers, pump stations, slope stability projects, commuter parking lots, building projects including fire stations, libraries, police stations, parking structures and other County facilities as well as commuter rail facilities, neighborhood improvement projects, commercial revitalization projects, roads, trails, sidewalks, developer defaults and streetlights.

## Key Performance Measures

### Objectives

- ◆ To monitor design and construction activities in order to maintain construction cost growth at no more than 5.0 percent.

## Capital Facilities

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate/Actual	FY 2004	FY 2005
<b>Output:</b>					
Projects completed	41	102	90 / 79	80	80
Projects completed on-time	39	98	85 / 77	75	75
Projects completed within budget	38	97	83 / 78	74	75
<b>Efficiency:</b>					
Engineering design costs as a percent of total project costs for building construction	9.0%	19.1%	14.0% / 10.2%	14.0%	14.0%
Engineering design costs as a percent of total project costs for road and utility projects	13.5%	12.2%	16.0% / 11.3%	16.0%	16.0%
<b>Service Quality:</b>					
Percent of projects completed on-time	95%	96%	94% / 97%	94%	94%
Percent of projects completed within budget	93%	95%	92% / 99%	92%	94%
<b>Outcome:</b>					
Contract cost growth (1)	2.1%	1.9%	5.0% / 3.3%	5.0%	5.0%
Percent of Customer Service Survey respondents rating service as "satisfactory" or better	NA	NA	NA	NA	NA

(1) Cost Growth = (Final Construction Contract Cost – Initial Construction Contract Cost) / Initial Construction Contract Cost \* 100

### Performance Measurement Results

In FY 2003, the agency was unable to achieve the number of projects that were estimated to be completed. In the winter/spring of 2002-2003, Fairfax County experienced record snow storms, as well as unusually high rainfall amounts. These weather conditions resulted in fewer projects being completed (79) than estimated (90).

The agency continues to maintain cost growth of less than 5.0 percent. In order to advance the construction schedules of selected projects, in-house staff prepare abbreviated designs by utilizing Geographical Information System (GIS) data. While this process enables faster project completion, it may result in a small increase in contract cost growth.

A new customer satisfaction survey was added to the agency performance measures to determine how well completed building facilities meet the needs of users. This survey is planned for FY 2004 and will be administered once every two years.